

2026 TREASURY MANAGEMENT FORUM

IBA Center for Professional Development

8425 Woodfield Crossing Blvd., Suite 155E
Indianapolis, IN 46240

April 14, 2026 • August 18, 2026 • December 1, 2026

An Investment in Your Bank's Future!

The Treasury Management Forum will provide an investment for you and your bank's future by offering a platform and opportunity for Treasury Management Officers, and other team members who sell, support, or market TM products and services to business customers, to exchange ideas freely, dissect problems, and discuss important issues with your Treasury Management peers. Group size is limited so be sure to get registered today!

Benefits of the Forum

- Learn to overcome the current challenges community banks are facing when selling Treasury Management ("TM") services
- Improve your sales approach by "selling the value" of your TM services
- Learn how other community banks approach pricing the various services
- Solve your most pressing concerns regarding TM services such as how to deal with core system providers and other vendors of TM services
- Gain a thorough understand on how to maximize Account Analysis System
- Gain ideas on where to find talent for Treasury Management
- Discuss ideas on how to turn TM services "from free to fee"

Possible Forum Topics

- The need for Treasury Management – Address two major concerns for your bank: how to increase/attract new core deposits from businesses (low cost of funds) and how to increase Non-Interest Income
- Establishing the vision for a strong Treasury Management team
- Strategies to attract larger business customers who need TM services
- How to train business/commercial bankers to sell TM services
- Organizational design for TM (where does it belong in the Organizational Structure?)
- Where to find talent for TM? *(skills and experience to look for, where do candidates come from?)*
- How to manage TM risks
- Defining the various roles in Treasury Management: TM Director, TM Sales Officer (TMSO), TM Operations Manager, TM Product Manager, TM Specialist
- Difficulty obtaining detailed costs from core providers and other TM vendors to help price TM services appropriately
- Understanding the Account Analysis Statement and System (how to choose the right AAS from the various providers)
- How to improve your TM Customer Service
- How to improve your website to show TM services
- How to establish a TM sales, onboarding, and ongoing maintenance and support processes



Facilitator: Marcia Malzahn

Marcia ("Marci") Malzahn is the president and founder of Malzahn Strategic, LLC, a community financial institution management consultancy focused on strategic planning, enterprise risk management, treasury management, and talent management. Marci has 30 years of banking experience, ten of those years as the EVP/CFO and COO of a community bank she co-founded where she oversaw all areas of operations. Marci is the recipient of several professional awards, is a published author of five books, and an international bilingual keynote speaker, speaking frequently at banking conferences and associations as well as leadership and women's conferences. As a Certified Virtual Presenter, Marcia also provides online and onsite training for financial institutions. Marci is a certified life coach and a Certified Community Bank Director. She holds a B.A. in business management from Bethel University and is a graduate and faculty of the Graduate School of Banking in Madison, Wisconsin.

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How the Forum Works

- IBA will organize the forum based on bank size and market to ensure that participants have as much in common as possible
- The group will be small, about 15–20 participants.
- The forum will meet three times during the year
- Eight to ten topics will be discussed at each session; participants are strongly encouraged to suggest agenda topics of interest
- Forum participants get the benefit of networking and making brief queries within their group between meetings
- Comprehensive handout compiled and provided to each group member, along with a binder for retention of handouts, notes and references

Registration Fee for All Three Sessions:

The following fees include the program materials, continental breakfast, lunch and refreshments.

$1,200 per IBA member
A surcharge of 100% will be applied for non-members.

Participation in IBA programs is limited to members, associate members and non-members from an eligible membership category at applicable member or non-member rates.

Forum Meeting Dates: April 14, 2026, August 18, 2026, and December 1, 2026

2026 Treasury Management Forum

3 Session Registration

Please type or print legibly.

Bank Name _____

Attendee Name_____

Email Address _____

Additional Attendee Name_____

Email Address _____

Address _____

City _____ State _____ ZIP _____

Telephone _____

Cell # (in case of weather emergency) _____

Payment Information

Credit Card Information (check one):

☐ MasterCard ☐ VISA ☐ AMEX ☐ Invoice Me

Total Amount Due $_____

_____
Cardholder Name CVV Code

_____
Card Number Exp. Date

Cancellation Policy:

Due to our commitments, the price is inclusive of all three sessions. A full refund for the three-session forum will be given for cancellations received prior to the first session. Any registrant who does not cancel before the first session will be billed the full registration fee and sent the materials. Substitutions are welcome at no additional charge.

INDIANA BANKERS ASSOCIATION

Register online at indiana.bank!